Procedure Development Guide
OETI-PMP-01

Environmental Protection Agency
Office of Enterprise Technology and Innovation (OETI)

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Document Change History

Version	Date	Author	Description of Changes

Contents

1. Introduction

This document defines the process by which Office of Enterprise Technology and Innovation (OETI) project management (PM) procedures are developed or modified, reviewed, and finalized.

1.1   Purpose

This document defines PM procedure development and modification guidelines. The steps covered include assigning procedure writers, establishing a procedure numbering system, using a standard format for procedures, reviewing requirements for procedures, approving requirements for procedures, and issuing procedures.

1.2   Background

The OETI PM procedures have been developed to improve the efficiency and effectiveness of managing projects by providing standardized processes and procedures with PM discipline.

2. Approach

This section explains the approach used to develop the procedure development process. It details the assumptions, the degree of scalability of the procedures, and the industry standards, best practices, and EPA current practices consulted in creating this procedure.

2.1   Assumptions

None for this procedure.

2.2   Scalability

Development or modification of a PM procedure may be required for any project, regardless of size, scope, or complexity. This process applies any time a member of an OETI project team recognizes the need to develop a new or modify an existing procedure.

2.3   Best Practices

The OETI vision includes the employment of best practices from both industry and other parts of the EPA. This procedure incorporates the following industry best practices:

- **EPA regulations and standards**

    - U.S. Environmental Protection Agency. *Guidance for Preparing Standard Operating Procedures (SOPs) (QA/G-6).* March 2001. Available: http://www.epa.gov/quality/qs-docs/g6-final.pdf.

- **Federal regulations, industry standards and best practices**

    - U.S. Department of Energy. *Writer's Guide for Technical Procedures.* 1992. Available: http://www.eh.doe.gov/techstds/standard/std1029/s1029cn.pdf. (DOE-STD-1029-92).

    - McMurrey, Daniel E. *Online Technical Writing: Online Textbook.* Available: http://www.io.com/~hcexres/textbook/.

3. Roles and Responsibilities

Table 3-1 presents the roles and responsibilities for OETI project staff involved in procedure development activities. This table lists functions or tasks that each project role performs. While each role will be assigned to an individual staff member, an individual may perform multiple roles for a project.

Table 3-1. Procedural Roles and Responsibilities

Role	Responsibilities
OETI Director	▪ Approves new procedures for OETI-wide use
Project Manager	▪ Approves the need to develop new or modify existing procedures ▪ Reviews the procedures and provides interim approval of procedures used during a project ▪ Assigns development of the procedure to the appropriate project team member ▪ Forwards approved procedure to Document Coordinator
Planning and Evaluation Team Lead	▪ Manages the efforts of the Writer by providing direction, performing a preliminary review, and making the project team aware when a procedures document is ready for review
Project Team Lead	▪ Reviews draft procedures; provides comments to the Writer
Writer	▪ Leads the writing of a new procedure including collection and incorporation of comments
Document Coordinator	▪ Maintains all project procedures and assigns procedure numbers ▪ Issues procedures to the project team for use after interim approval by the Project Manager or OETI-wide approval by the Director of OETI
Procedure Requestor	▪ Identifies the need for new procedures ▪ Works with Project Manager, Project Team Lead and/or Writer to refine requirements for new procedure
Communications Lead	▪ Posts approved documents to the OCFO intranet

4. Procedure

This section presents the process flow for creating or modifying a procedure and describes each step of the process in detail.

4.1　Process Flow Diagram

Figure 4-1 shows the process for creating or modifying a PM procedure. This figure represents the procedure development activities to be performed by OETI staff.
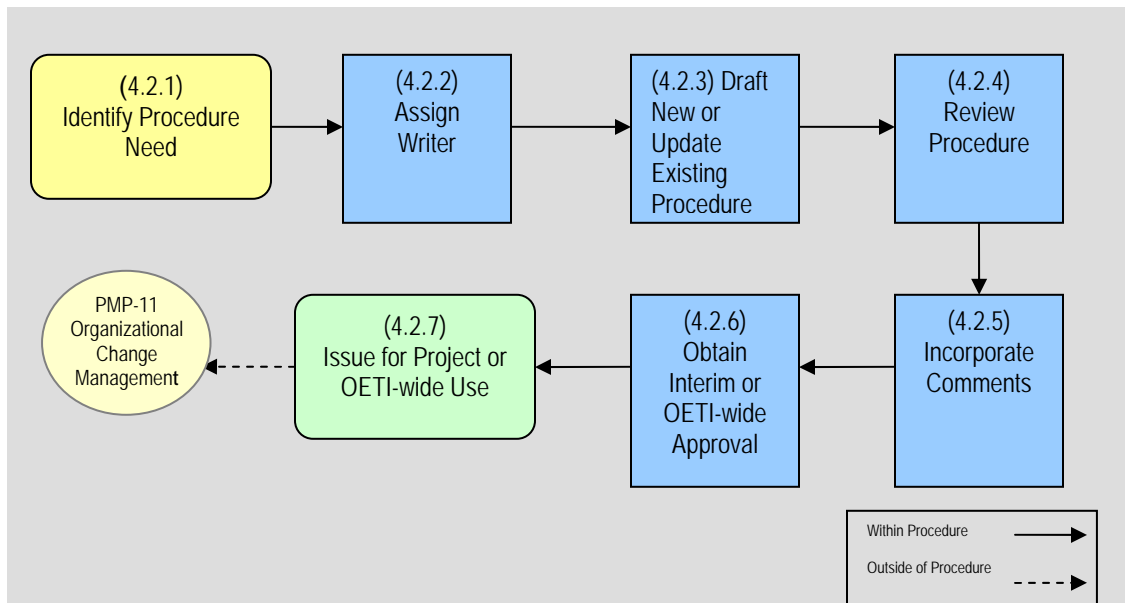

Figure 4-1. PM Procedure Development Process

4.2　Steps

The following sections describe the steps of the PM procedure development process shown in Figure 4-1 and the roles of those responsible for its execution.

4.2.1　Identify Procedure Need

A Project Manager, Project Team Lead, or project team member generates a request to develop a new procedure or modify an existing one for managing a project (the Procedure Requestor). The request should include a description of the need, possible role suggestions, and whether the request is in response to an EPA or government-wide requirement. The Procedure Requestor submits the request to the Project Manager, who will determine whether development of a new or modification of an existing procedure is necessary. The request and the agreement or rejection may be communicated via email or in a written statement. If rejected, clarification or a revision cycle may be necessary.

4.2.2　Assign Writer

Once the Project Manager decides to move forward with the procedure, he/she assigns the development of the procedure to the appropriate project team member. Alternatively, due to the

subject matter of the procedure, the development of the procedure may be assigned outside of the project team or to a contractor.

4.2.3   Draft New or Update Existing Procedure

The Writer assigned to develop the procedure composes the draft procedure following these steps:

1. Work with the Requestor to refine the requirements for the procedure.

2. Obtain a procedure sequence number from the Document Coordinator.

3. Prepare the draft procedure (whether new or modified) in the following format:

    - **Document Change History (**Note: This table is only present on draft versions; it is deleted from the final procedure that is issued**).**

    - **Table of Contents**

    - **Introduction**

        – **Purpose** – The purpose summarizes the procedure to be explained.

        – **Background** – The background describes the project management discipline the procedure supports. It serves as the scope definition for the procedure and tells the reader why the procedure is important.

    - **Approach**

        – **Assumptions** – This section notes states or events accepted as true for the purpose of the procedure.

        – **Scalability –** This section explains how to "right-size" a procedure for a particular project.

        – **Best Practices** – The best practices section lists industry and agency best practices used in creating the procedure.

    - **Roles and Responsibilities –** This section lists the roles required in executing the procedure and lists the responsibilities of each.

    - **Procedure**

        – **Flow Process** – This section includes a process flow diagram depicting the steps of the procedure.

        – **Steps** – This section describes in detail the steps shown in the flow process.

    - **Considerations -** This is the place to include helpful hints, things to remember, and lessons learned for executing the procedure.

    - **Appendices** (additional appendices can be added as appropriate)

        – **Appendix A – Acronyms –** The acronyms list includes all acronyms used in the procedure document and their definitions. For example, EPA stands for Environmental Protection Agency. Acronyms that appear in the list should also appear in the document text.

        – **Appendix B – Checklist** – This appendix guides the user through the performance of the procedure.

        – **Appendix C – Additional Resources** – If samples or sources of further information are required or referenced in the text, include them here. Each resource should have its own number for in-text references.

 – **Appendix D – Interface Requirements** - This section explains how to ensure that the efforts of any third parties (such as contractors) assisting with the procedure are fully integrated in its performance. Matters such as collecting information from, communicating with, and monitoring the activities of these third parties should be discussed.

 – **Appendix E – Any Other Appendices, As Necessary**

A procedure template, including format styles and details, is provided in Appendix E.

4.2.4   Review Procedure

The Planning and Evaluation Team Lead selects reviewers with sufficient expertise in the subject matter. The reviewers review the procedure and provide comments to the Writer. These reviews can be completed via e-mail, in a group setting, or on paper. Often, the review will be completed in a group setting and the participants produce meeting minutes detailing comments made and how they will be addressed.

4.2.5   Incorporate Comments

The Writer incorporates the comments provided and prepares the document for final review.

4.2.6   Obtain Interim or OETI-wide Approval

After the Writer has incorporated comments and the review process has been completed, the Writer submits the procedure to the Planning and Evaluation Team Lead as the initial step in the approval process. The Project Manager may approve procedures for use by the project team on an interim basis. The Director of OETI must approve procedures for use by all OETI staff.

4.2.7   Issue for Project or OETI-wide Use

Once approved (whether on an interim or OETI-wide basis), the Project Manager forwards the procedure to the Document Coordinator. The Document Coordinator is responsible for maintaining the document in the repository. The Project Manager issues the procedure via email to its potential users identifying the effective date of the procedure. The Communications Lead posts all approved procedures to the OCFO intranet page.

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5. Considerations

Users of all procedures should revisit them periodically to ensure their effectiveness and that they are meeting their intended purposes.

Appendix A   Acronyms

The following acronyms are referenced in this document.

Abbreviation	Description
EPA	Environmental Protection Agency
OETI	Office of Enterprise Technology and Innovation
OCFO	Office of the Chief Financial Officer
PM	Project Management

Appendix B   Checklist for Procedure Development

The following provides a checklist for the key activities associated with each step of this project closure procedure.

Activities	Responsible Parties
4.2.1 Identify Procedure Need	
❑ Request made to develop a new or modify an existing procedure for managing a project with a description of the need, possible role suggestions, and whether the request is in response to an EPA or government-wide requirement	Procedure Requestor (Project Manager, Project Team Lead, or project team member)
❑ Request submitted via email or in a written statement to the Project Manager for agreement or rejection	Procedure Requestor
❑ Decision made to move forward with procedure via email or in a written statement	Project Manager
4.2.2 Assign Writer	
❑ Writer assigned	Project Manager
4.2.3 Draft New or Update Existing Procedure	
❑ The Introduction section with Background and Purpose subsections completed	Writer
❑ The Approach section with Assumptions (if applicable), Scalability, and Best Practices (if applicable) completed	
❑ The Best Practices section completed with enough information to ensure that the user can find the full reference if desired	
❑ The Roles and Responsibilities section included and all roles identified in the procedure included in the Roles and Responsibilities table	
❑ The Procedure section completed	
❑ A process flow diagram included in the Procedure section	
❑ The steps of the procedure detailed in the Procedure section and matched to the process flow diagram	
❑ The steps of the procedure completed	
❑ The Consideration section (if applicable) completed	
❑ An acronyms table included in Appendix A	
❑ All acronyms used in the document included in the acronyms table	
❑ Appendix B checklist for the procedure provided	
❑ Appendix C additional resources provided	
❑ Appendix D interface requirements provided (if applicable)	
❑ All formatting for the document checked for accuracy and consistency with the template	
❑ The Table of Contents updated (F9)	
4.2.4 Review Procedures	
❑ Reviewers with sufficient expertise in the subject matter selected	Planning and Evaluation Team Lead

Activities	Responsible Parties
❑ Review completed.	
4.2.6 Obtain Interim or OETI-wide Approval	
❑ Appropriate reviews incorporated	Writer
❑ Procedure approved	Project Manager or OETI Director
4.2.7 Issue for Project or OETI-wide Use	
❑ Procedure issued to the appropriate audience via email ❑ Procedure forwarded to the Document Coordinator for upload to the repository.	Project Manager
❑ Procedure posted on the OCFO intranet	Communications Lead

Appendix C   Additional Resources

None for this procedure.

Appendix D   Interface Requirements

None for this procedure.

Appendix E   Procedure Template

This appendix contains a template for developing future procedures. This template can be filled in with the applicable data to ensure that all documents are organized consistently and are familiar to the reader. Consistency is one of the most important principles of writing effective technical procedures because it facilitates understanding and allows readers to find the necessary information quickly.